DOCUMENT RESUME

ED 267 176 CE 043 581

AUTHOR Ammarrell, Natalie; Moore, Timothy
TITLE Polaroid/Inner City, Inc. A Review of Job Placements 1982-1984.
INSTITUTION Polaroid/Inner City, Inc., Roxbury, MA.
PUB DATE Oct 85
NOTE 29p.
AVAILABLE FROM Polaroid/Inner City, Inc., 716 Columbus Avenue, Roxbury, MA 02120 ($2.50; $1.00 for each additional copy).
PUB TYPE Reports - Descriptive (141) -- Tests/Evaluation Instruments (160)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS Dismissal (Personnel); *Employment Experience; Employment Level; *Employment Patterns; Employment Potential; *Employment Problems; *Employment Programs; Job Layoff; Job Performance; *Job Placement; Job Skills; Job Training; Labor Turnover; Outcomes of Education; Postsecondary Education; *Program Effectiveness; Unemployment; Work Attitudes
IDENTIFIERS *Polaroid Inner City Inc

ABSTRACT

Inner City, Inc. is a wholly owned subsidiary of the Polaroid Corporation, located in the Roxbury section of Boston. Without the use of public funding, Polaroid created this job training program 17 years ago to provide Boston's unemployed residents with entry into meaningful employment. Training occurs within the framework of an actual manufacturing environment so that trainees can gain an understanding of the real work world; trainees are also provided a variety of supportive services, such as educational programs and career and personal counseling. Since 1968, more than 1,500 Inner City graduates have been placed in permanent jobs. The latest followup survey was conducted in 1984. Data gathered from employer and graduate surveys found that 107 (58.5 percent) of the 183 individuals in the study group were still employed with their original companies at the time of the survey, while 76 (41.5 percent) were no longer working at their placement companies. Job titles for more than half the workers who were still with their original employers had been changed to other job titles for promotion (56 percent), lateral transfer (24 percent), reclassification (13 percent) or reorganization (7 percent). Employers rated the performance level of 96 persons who were still employed: 90 percent of them performed at an average or above average level. Of those who had left their placements, 43 percent were terminated, 39 percent resigned, and 18 percent were laid off. Absenteeism was found to be the dominant reason for termination. In general, those who were still on the job were older than those who had been terminated or who had resigned. The study recommended greater followup contact between Inner City and graduates and employers in order to foster more job success. (KC)

ED267176

POLAROID/INNER CITY, INC.

A REVIEW OF JOB PLACEMENTS

1982 - 1984

U.S. DEPARTMENT OF EDUCATION
NATIONAL INSTITUTE OF EDUCATION
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

This document has been reproduced as received from the person or organization originating it.

Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official NIE position or policy.

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

R Lawson

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

Prepared for:

RICHARD V. LAWSON

President and Chairman of the Board

October, 1985

INNER CITY, INC.

A Wholly Owned Subsidiary of POLAROID CORPORATION

CG013581

SPECIAL THANKS

We would like to express our special thanks to the 53 companies listed below for their support and assistance, not only in completing the surveys used as the basis for this report, but also for the many Polaroid/Inner City graduates they have hired over the years.

Advanced Electronics
Bank of Boston
B.A.S.F.
Beacon Auto Radiator Co.
Burtman Iron Works
Carter's
Clair Buick
Digital Equipment Corporation
Fay Paper Products
General Motors
Gillette Co.
Greater Boston Health Services
Hewlett Packard
Lotus Development Corp.
Microwave Associates
Museum of Fine Arts
Nova Biomedical
Perini Corp.
Printed Circuit Corp.
Sheraton Boston Hotel
Solutek Corp.
Suffolk County House of Correction
Tufts University
Union Bookbinding Co.
Unitrode Corp.
Westin Hotel
Arthur Blank & Co.
Barry Controls
BBN
Boston University
Capitol Police
Children's Hospital
Compugraphic Corp.
Elizabeth Grady Face First
Foodmaster Supermarket
General Scanning
G&M Silk Screen Process
Harvard University
Honeywell
Mass Bay Transit Authority
Mitre Corp.
Nabisco
Parker House Hotel
Prime Computer
Quadex
Smitty's Towing Service
Tech Color Lab
Teradyne
Uniforce
United Electric Controls
Wang Laboratories
The Wheeler Group
The Copley Plaza Hotel

Prepared by:
Natalie Ammarell
Timothy Moore

PREFACE

Inner City, Inc. is a wholly-owned subsidiary of Polaroid Corporation, located in the Roxbury section of Boston. Without the use of public funding, Polaroid created this unique job training program 17 years ago, to provide Boston's unemployed, underemployed, and disadvantaged residents with entry into meaningful employment.

Training occurs within the framework of an actual manufacturing environment so that trainees can gain an understanding of the real work world, where good work habits and job attitudes are necessary. Trainees also have access to a variety of supportive services, such as educational programs and career and personal counseling.

Since 1968, more than 1,500 Inner City "graduates" have been placed in permanent jobs in manufacturing settings, high technology companies, educational institutions and, more recently, the service industry. Approximately 100 trainees are placed in permanent jobs each year.

Since 1982, Inner City has carried out a follow-up job placement review. Surveys have been sent to employers to determine how many program graduates have stayed with their original placement companies and for how long.

It is our hope that the results of Inner City's 1984 follow-up review contained in this report will be of use to employers, training program operators, and others with an interest in the field.

TABLE OF CONTENTS

SPECIAL THANKS..... i

PREFACE.....ii

TABLE OF CONTENTS.....iii

I. INTRODUCTION..... 1

A. Background..... 1

B. Findings of Relevant Retention Studies..... 1

II. PREVIOUS INNER CITY RETENTION STUDIES..... 3

A. 1982 Findings..... 3

B. 1983 Findings..... 4

III. 1984 RETENTION STUDY..... 4

A. Methodology..... 4

B. Profile of Study Group..... 5

C. Results..... 6

IV. DISCUSSION.....10

A. Study Expectations Compared to Results.....10

B. Absenteeism.....11

C. Size and Location of Employer Companies.....12

D. The Transition to the Workplace.....12

V. CONCLUSION.....13

APPENDICES.....15

Appendix A: Summary of Retention Study Findings
Appendix B: Survey Questionnaires

I. INTRODUCTION

A. Background

It is no secret that since the 1960s considerable public sector funding and attention have been focused on the training and employment of disadvantaged residents of urban areas. CETA, the Job Corps, and other training and employment programs have generated their fair share of academic interest, studies, and speculation about the factors leading to success in hiring, training, and retaining the "hard-core" unemployed.

In 1985, despite talk of "recovery" and an overall improvement in the employment picture, minority unemployment in the United States continues to run at rates double those for the population at large. More disturbing is the number of inner city residents (especially Black males) who are simply dropping out of the labor force -- no longer to be counted in the monthly employment statistics. Even those minority individuals who do find jobs discover that they are poorly prepared -- in terms of both understanding and experience -- to cope with the complexities and demands of the workplace.

Within this context, the need remains undiminished for training programs that prepare disadvantaged, unemployed and under-employed individuals to find and keep meaningful employment. Although there are many training opportunities available today, the Polaroid/Inner City, Inc. model is unusual in its ability to combine practical employment experience with seminars, counseling, and job readiness skills acquisition. At Inner City, trainees gain an understanding of what it takes to be successful in the workplace.

This report discusses the outcome of a follow-up study conducted by Inner City during the fall of 1984. While not rigorously "scientific" in its method, the study's findings suggest that program graduates are staying on the job after placement.

B. Findings of Relevant Retention Studies

While the purposes, study populations, and content of previous retention studies are quite variable, findings suggest that three general elements appear to be involved in an individual's decision to participate and remain in an employment setting:

- The worker's belief that (s)he has the ability to come to work and perform adequately;
- The individual's belief that coming to work will be rewarded;
- The perception by the worker that the rewards of coming to work are sufficiently attractive.

In addition to these principal findings of various studies, there are other conclusions that have been reached about the demographic variables that have an impact on staying in a job, and about particular characteristics of the work environment that contribute to retention. Some of the demographic factors include:

- Age: The older the worker, the more likely it seems that (s)he will stay on the job;
- Sex: Research findings vary greatly with the study population and job types and wages, but in general it apppears that there are few significant differences in male and female retention when wage rates are equivalent;
- Race: Most studies find that blacks and whites -- other things being equal -- have similar retention rates. However, since blacks tend to obtain jobs requiring less skill than whites, dissatisfaction may be manifested by high job turnover among blacks;
- Job History: Those who have held fewer jobs over a given time period appear to have higher retention rates;

Among the contributing factors related to the work environment, the rapidity with which wage increases occur, promotion, job status, and job security appear to influence job retention most significantly. Generally, the higher the wage and the stronger the individual's perception of his/her opportunity for advancement, status in the organization, and opportunity for remaining on the job, the higher will be the retention rates.

Obviously, there are many other factors which contribute overall to the ability or desire of workers to stay on the job. It is important to note, however, that a key cause of termination cited by employers of the so-called hardcore unemployed is absenteeism.

Too often, the organizational climate into which a trainee is placed is perceived as insufficiently supportive, leading to patterns of tardiness and absenteeism. Or, a minority trainee might well carry a certain level of concern and apprehension about his/her ability to enter into the white work world and succeed; one method of coping with this fear is absence from the job.

Finally, at times it is simply a problem of adjustment to the routine habits of the workplace -- where time and reliability are more important than they might be for an unemployed person. Whatever the cause of absenteeism, there is no question that as it increases, supervisors withdraw whatever support they have offered, and the path leads inexorably to termination or resignation from the job.

II. PREVIOUS INNER CITY RETENTION STUDIES

Polaroid/Inner City, Inc. first began to conduct its own follow-up retention studies in 1982. While more informal than "scientific", these studies provided some sense that for a majority of program graduates training had been effective. Many individuals were found to have stayed with their jobs for 1 to 1 1/2 years, while those who terminated did so within the first ten months of employment. Confirming the findings of other studies, Inner City found that among those employers who offered a reason for termination, absenteeism was cited most frequently.

A. 1982 Findings

In 1982, a very basic survey was sent to employers of Inner City graduates, with the focus on current employment status/reasons for separation. Survey returns were received from 72.6% (45) of the companies, covering 252 (83%) of the trainees placed between January 1979 and December 1981.

The findings of the 1982 study (see Appendix A) indicated that on average 56% of the trainees covered by the survey were still employed with the original company. Of those placed in 1979, 44% (27) were still with the company, with the figures being 52% (60) and 71% (53) for 1980 and 1981 respectively.

Ninety-seven (38.5%) of the 252 graduates covered by the 1982 survey had been separated from the company. Of these, 37% were involuntarily terminated; 57% were voluntarily terminated; and 6% were no longer employed for "other" reasons. There was no record of employment for another 6% of the former trainees.

No doubt, among those "voluntarily terminated" were some individuals who had left their original companies to take jobs elsewhere, but the scope of this Inner City study did not include a determination of how many people fell into this category.

In spite of its limitations, the 1982 study gave Inner City a first, strong indication that graduates were "sticking" with their jobs. Some 164 (65%) individuals covered by the survey were reported to have stayed with their jobs beyond the first critical year after placement.

B. 1983 Findings

A second retention study was conducted by Inner City in July, 1983. The placement period of January 1981 through March 1983 included one year of overlap (January - December, 1981) with the previous study. Of 163 graduates placed during the study period, 141 (87%) were covered by survey responses. Inner City found that 90 (64%) of these program trainees were still employed with their placement company at the time of the survey. Twenty-nine (21%) had been involuntarily terminated, while 22 (16%) had resigned. (See Appendix A.)

III. 1984 RETENTION STUDY

A. Methodology

The retention study covered by this report sought to determine employment outcomes for Inner City graduates placed into employer sites between January 1982 and March 1984. Everyone in the group had been placed at least six months prior to the start of the study. Sixty-five (65) employers were asked to complete questionnaires covering 201 individuals.

The returns were remarkable: 183 usable questionnaires came back, covering 91% of the placements in question. In addition, an attempt was made to survey the 201 program graduates themselves. Here, only 70 individuals (35%) responded -- a small sample, but enough to give us a qualitative sense of the types of problems they seem to be encountering in the work world.

Two separate questionnaires (see Appendix B) were mailed to program graduates and employers in September, 1984. To encourage program graduates to return the surveys, self-addressed, stamped envelopes were included in the mailing. Since returns were slow to come in, telephone follow-up, personal calls, and repeat mailings were utilized as well.

The data collected through these surveys, as well as basic demographic data taken from the personnel files of all 201 Program graduates, were analyzed with the assistance of LOTUS 1-2-3 and STATPLAN computer software packages. The key variables of interest were:

- Still employed/terminated/resigned/layed-off
- Reasons for termination
- Length of time at Inner City prior to placement
- Placement salary
- Size/type/location of employer
- Age at time of placement

B. Profile of Study Group

> "Inner City was a place to think as well as to work. But most of all to set goals; and I'm reaching the important goals I strive for." --Inner City graduate

Not surprisingly, given the high rate of survey returns, the profile of the 183 program graduates covered by employer responses was reflective of the placement group as a whole. The group included 83 females (45%) and 100 males whose average age at time of placement had been 27. However, with the range of ages stretching from 18-58, the median age at time of placement was approximately 23. Women tended to be older than men by an average of 2 years. Nearly all of the graduates were minorities, with approximately 90% Black and the remainder Hispanic or other ethnicities. All resided in lower income neighborhoods of the City of Boston.

At the time of placement, these 183 program graduates had trained at Inner City for one to twenty-three months. While the average stay in the program was 7 months, it is interesting to note that the trend from 1982 to 1984 was toward shorter training stays at Inner City. This was undoubtedly attributable to the fact that 1982 was a year of economic recession. As the employment climate improved, the overall numbers of individuals trained and placed by Inner City grew steadily through 1983 and into 1984.

Salaries paid to this group of graduates at the time of placement ranged from minimum wage ($3.35) to $8.65 per hour, with the average falling at about $5.00. The employer companies with which graduates were placed varied as to size and type: 131 (72%) of the 183 study group members were placed into large manufacturing settings such as Wang Laboratories and BASF. Thirteen percent (13%) or 24 graduates were placed with small firms (under 500 employees) such as Unitrode; and, fifteen percent (15%) were hired by service employers such as hotels and smaller organizations.

As it turned out, 61% of job placements covered by this survey were located outside Route 128. The Boston-area reality is that many hi-tech employers and companies that pay higher wages are located at or beyond this "boundary". The higher wages and availability of jobs undoubtedly serve as an incentive to program graduates to tolerate the inconvenience of finding transportation and traveling considerable distances from the neighborhoods of Boston to their jobs.

C. Results

"Thanks again for helping me find this job. I've never been on the job as long as the one I'm on now."
--Inner City graduate

1. Overview

Inner City's 1984 retention effort was far more ambitious than those undertaken in previous years. Thus, we were especially gratified by the extremely high rate of employer response -- particularly since many of the 65 employers surveyed took the time to write detailed comments. In addition, the fact that Inner City staff were able to obtain completed questionnaires from 70 program graduates added a dimension to the 1984 results that had not been present in 1982 and 1983.

Of the 183 individuals in the study group, it was found that 107 (58.5%) were still employed with their original companies at the time of the survey, while seventy-six (41.5%) of the 183 members of the study group were found to be no longer working at their placement companies. The break-out of this figure by year of placement can be found in Appendix A.

The profile of the 107 Inner City graduates who were found to be still employed at their original placement company is presented in Table I below:

TABLE I
1984 RETENTION STUDY GROUP
Still on Job at Time of Survey

YEAR PLACED	N	(%)	AGE			SALARY			TIME AT IC (mo.)		
			Range	Mean	Med.	Range	Mean	Med.	Range	Mean	Med.
1982	30	(53%)	18-56	30	26	$3.65-7.62	$4.77	$4.52	3-15	8	7
1983	49	(58%)	20-56	28	25	$4.00-8.50	$5.20	$5.13	1-16	7	7
1984	28	(68%)	19-52	29	24	$3.90-5.80	$4.99	$4.97	2-11	6	6
TOTAL	107	(59%)	18-56	29	25	$3.65-8.50	$5.00	$4.97	1-16	7	7

For 99 of these 107 graduates, employers were able to report whether or not their job title was the same as it had been upon placement. In 44 (44%) of the cases, it was; but for 55 (56%) individuals there had been a change attributed to:

- Promotion 31 (56%)
- Lateral transfer 13 (24%)
- Reclassification 7 (13%)
- Reorganization 4 (7%)

Employers commented on the performance level of 96 of those still employed. In 86 (90%) cases, performance was evaluated as average or above.

2. Terminations and Resignations

Employers reported the reason for departure in 73 of the 76 cases of individuals who had left their original placement company:

- Terminated 31 (43%)
- Resigned 28 (39%)
- Layed-off 14 (18%)

As had been the case in previous Inner City studies, absenteeism was found to be the dominant reason for termination: fourteen (47%) of the 30 who were terminated were asked to leave because of absenteeism. Another 6 were terminated for poor performance, while two others departed due to a combination of absenteeism and poor performance.

Employers of twenty-nine individuals who resigned or were layed off responded to a question as to whether they would rehire the former employee. For fifteen (50%) cases, they said they would.

The age variable presented some interesting results when examined in relation to whether study group members were still on the job or had terminated or resigned. It will be remembered that the average age at placement for the total group had been 27. As shown in the table above, the average age of those still on the job was 29, with a median of 25. For those terminated, the average age was 24 with the median at 22. For those group members who resigned from their jobs, the average age was 25, and the median lower, at 23.

Fifty-nine percent (59%) of both males and females were still on the job at the time of survey. But, it was found that females who were terminated or resigned (N=27) tended to leave during the first three months of employment. This was true for 15 or 56% of female terminees/resignees. By contrast, of the 32 males who terminated or resigned, only 9 or 28% did so during the first three months.

In fact, the rate of female resignation or termination outpaced that of males throughout the entire first year of employment after placement. 93% of female terminations/resignations had occurred during the first 12 months of employment, while for males the figure was 69%.

While the average time spent in training at Inner City by those still on the job coincided with the 7-month average of the entire study group, it was learned that average stay at Inner City for those terminated was eight (8) months, while for those who resigned it had been just under 6 months.

3. Salary-at-Placement and Employer Location

Differences in salary-at-placement among the various groups were not found to be large. The average salary at placement for the study group had been $5.00. For those still on the job, the average placement wage was also $5.00, while it was $5.06 for those terminated and $4.81 for those who resigned. Most interesting was the fact that those terminated by lay-off had an average placement wage of $6.13 per hour.

Of those still on the job, Inner City found that 66% were at jobs outside Route 128, while the remainder held jobs inside that boundary, with access to public transportation. Among the 73 individuals terminated, resigned, or released on lay-off, 34 or 47% left jobs inside the 128 belt.

At 48 (66% of total), the number of terminations, resignations, and lay-offs from large manufacturing companies was highest -- not surprising given the large number of placements into these settings. However, terminations, resignations and lay-offs were proportionately highest in smaller manufacturing settings (16 of 24 individuals placed or 67%).

4. Retention

> "Inner City prepared me for higher job training and it helped me hold on to something that I really admire. But most of all, it helped me to keep a job that I really like and to have something to look forward to in the future."
>
> --Inner City graduate

In addition to the finding that at the time of survey 107 or 58.9% of the study group were still employed at their original placement companies, Inner City was able to draw a more detailed picture of employment retention.

Of the total of 183 graduates covered by surveys, 154 or 85% stayed with their original employers for 90 days after placement. By the six-month point, this retention rate had dropped only slightly to 139 or 77%. By year of placement, retention rates were found to be as follows:

TABLE II
1984 RETENTION STUDY GROUP
Retention Rates

Year Placed	Survey Total	STILL ON JOB AT 3 Mo.	6 Mo.	9 Mo.	12 Mo.	15 Mo.	18 Mo.
1982	57	50 (88%)	44 (77%)	43 (74%)	42 (74%)	40 (70%)	38 (67%)
1983	85	75 (90%)	68 (82%)	62 (75%)	[43 (52%)	32 (39%)	17 (21%)]*
1984	41**	33 (80%)	28 (68%)	**	**	**	**

[]* Includes only those who could have been on the job more than 9 months at time of survey

** Small sample: first quarter placements only; this group not on job long enough to measure beyond six months

5. Program Graduate Survey Results

"The program taught me all the fundamentals I needed to learn to be a good worker."
--Inner City graduate

As noted previously, an effort was made to survey the 201 graduates placed during the study period. Seventy (35%) questionnaires were completed. Of this group 49 (70%) reported that they were still employed at their original placement companies, while 21 were not.

Forty-five of those employed rated their own performance, with 27 (60%) ranking themselves as above average and the rest calling their performance average. Forty-six individuals responded to a question as to whether they had been promoted or transferred. While 41% had not, 27 or 59% had been transferred

or promoted and reported salaries ranging from $4.57 to $8.34, for an average of $6.05 -- higher than the $5.00 average placement wage for the survey group as a whole. Nearly all those still employed stated that they planned to stay with the company as long as possible.

Among the 21 graduates no longer working at their placement companies, eight (38%) reported having been asked to leave -- 5 by termination and 3 by lay-off. Absenteeism, poor performance and attitude were the stated causes for termination. Eleven (52%) individuals reported that they had resigned, for both personal and work-related reasons. Four people didn't like job, supervisor, or co-workers. Two resignees reported going to another job.

Of 15 respondents who had been terminated or resigned, seven said they were presently employed and 8 (53%) said they were not. Of those not working, one reported being in school and one said (s)he was on General Relief. Among those working at another job, the average salary reported was $5.94.

The large majority of the total respondent group (85%) felt that Inner City had prepared them for the world of work, while three-fourths stated that they found working at another job different than working at Inner City. Reasons cited included differences in rules and regulations and in the type of work graduates were doing.

IV. DISCUSSION

A. Study Expectations Compared to Results

When Inner City, Inc. undertook this follow-up retention study in 1984, a survey of the literature, word-of-mouth knowledge of program graduate success in jobs, and the results of the 1982 and 1983 studies shaped our expectations. For example, it was anticipated that more than 50% of the individuals covered by responses would be found to still be employed at their placement companies. This, of course, proved to be the case: nearly 59% of graduates were still with their original employers.

Based on the 1982 and 1983 study finding that approximately 65% of individuals had stayed with their placement companies at least 12 months, Inner City expected that approximately 70% of graduates in the 1984 study would have achieved the same goal. At the time of the 1984 study, only those placed in 1982 could have been on the job a full year. Their retention rate of 74% at the 12-month point (see Table II, p. 9) suggests that our goal was not unrealistic. Inasmuch as most program retention rates are found to be 60 - 65% at the 90-day point, these one-year figures represent a significant accomplishment for Inner City.

During the survey design phase, considerable thought was given to the variables that would be examined. As noted in the introduction to this report, previous follow-up studies pointed to the contributions to retention made by the age, sex, and wage factors.

For example, Inner City expected that those program graduates who had been younger at the time of placement would have higher rates of termination and resignation. Indeed, this turned out to be true: Those still employed at the time of survey had higher average and median ages than those who had resigned or been terminated.

One might speculate that because younger workers are less confident of their abilities, have less previous work experience, and may still believe that "hanging out" or other pursuits are attractive options, they end up leaving their jobs in higher numbers.

Inner City's findings with regard to the sex variable were as mixed as those of previous studies. While equal proportions (59%) of males and females were found to still be on the job, it was also learned that more males than females were terminated, while the reverse occurred for resignations. Among those males and females who were terminated or resigned, females left earlier.

Since most of the problems (e.g.,transportation, health, shyness on the job) reported by the 70 program graduates who responded to our questionnaire cannot be assumed to be associated with one sex or another, it is impossible to surmise the explanations for male-female differences in resignations/terminations. However, this does not change the fact that women appear to be more vulnerable during the first few months after placement.

Differences in salary at time of placement for those individuals who were still employed at time of survey and those who had been terminated or resigned proved to be inconsequential, leaving unresolved the question of the impact of salary on retention of Inner City graduates.

B. Absenteeism

Inner City, Inc. places great emphasis in its training program on the importance of attendance. Since many employers report absenteeism as the most frequent cause of termination, we were interested in this factor in our study. Unfortunately, our results confirmed those of other studies. Among our graduates, absenteeism was the most significant reason cited for termination.

Employers of 98 graduates covered by responses listed the areas of Inner City training they would like to see strengthened. In

61 (66%) cases, they cited attendance. One employer commented about a program graduate who had been terminated: "Employee could not conform to company policies about notification of his supervisor when he was not able to report to work." This remark was echoed by several employers, with another observing that (s)he had "done some counseling for attendance and tardiness problems."

It is clear that Inner City will have to redouble its efforts to help trainees understand the importance of attendance and being on time for work. While production supervisors are urged to be vigilant about monitoring attendance, Inner City will strive to increase the consistency of consideration of attendance in the performance rating process. Counseling can and will increasingly be used to reinforce the desirability of coming to work.

C. Size and Location of Employer Companies

The Inner City trainee population resides in the neighborhoods of the City of Boston. Nearly two-thirds of the survey group had been placed into jobs with employers at or beyond the Route 128 belt. As a consequence, we hypothesized that terminations and/or resignations would be proportionately higher within this group as compared with those placed within access of public transportation.

We were surprised by the result that 66% of those still employed were with the more distant companies, while 47% of those who terminated, resigned or were layed off departed from jobs inside Route 128. To confirm or reject our notion that this outcome occurred because the more distant employers pay better wages, more detailed salary-at-placement data would have to be developed.

That many of these firms are large (more than 500 employees) may give them an edge. Smaller companies in and around Boston often cannot offer the types of benefit packages that employees seek. Inner City has significantly broadened the network of smaller firms into which program graduates are placed. Employment data confirm that this is where the development of jobs is currently most rapid. However, without the higher wages and larger benefit packages, these businesses may continue to experience the problem of hiring entry-level employees only to lose them to larger corporations.

D. The Transition to the Workplace

In recent years, based upon feedback of employers and program graduates, the Inner City program has strengthened its focus on preparation of trainees for the "shock" of the transition from training to the workplace. Transition seminars have emphasized the importance of interpersonal relationships, "fitting-in" issues, communication skills, stress management, and many other topics aimed to help ease the adjustment of graduates to their new jobs, work sites, careers, and life styles.

The findings of this study once more highlighted how important this concept of "transition" is. 56% of females and 29% of males covered by the survey were terminated or resigned within the first three months of employment. Since those questionnaire respondents who had resigned or been terminated cited problems such as "fitting in", dislike of job, supervisor, or co-workers, and attendance, we must conclude that Inner City has yet more work to do to in this most critical area.

Not only must transitional issues be stressed during the trainee's stay in the Inner City program, but it is evident that follow-up communication with graduates and employers is crucial. As one employer commented: "[We] probably could use more frequent contact with placed employee initially, then gradual decline in contact. This gives the employee a chance to express doubts and problems."

Clearly, Inner City staff must reach out and be available to employers and graduates to assist in problem resolution as each individual seeks to adjust to the formidable challenges of the new workplace.

V. CONCLUSION

The 1984 Job Retention Study conducted by Polaroid/Inner City, Inc. confirmed many of our expectations, while pointing to areas in need of improvement. What is encouraging, however, is that Inner City's unique model of job preparation training appears to be working -- both for employers and for program graduates. In a time when the employment market is changing dramatically, Inner City has continued to have success placing reliable, motivated workers into permanent jobs throughout the Greater Boston area.

There are those who believe that as jobs become more technologically oriented, training programs will have to increase their emphasis on technical content. Indeed, several employer respondents in this study noted that some technical training would be desirable. However, the findings of this study confirm Inner City's belief that there remains a compelling need for basic job skill training to be met among individuals who have in the past experienced barriers to employment.

We are pleased to let Inner City graduates and members of our employer network conclude this report:

"He [Inner City graduate] has been a great asset to our organization...is very conscientious about his job performance, is always punctual, and is very well respected by his peers..."

"I really appreciate what I've learned at Inner City; that's why I have maintained this strong sense of responsibility toward my work."

"We like motivated employees...[Inner City graduate] willingly does whatever tasks I set her to, but I would have a more favorable impression if she asked me for work after she was done."

"Something that Inner City should stress is how people can deal with discrimination."

"Inner City played a positive role in preparing me for the world of work...the program helped me to have a breathing period to adjust, and get accomodated with the new environment and gain confidence...special thanks for preparing me to work with friendly warmth."

A P P E N D I C E S

APPENDIX A

POLAROID/INNER CITY, INC.

Summary of Retention Study Findings Covering Placements in 1979-1984

YEAR	# PLACED	# COVERED BY SURVEY	STILL ON JOB AT SURVEY	INVOL TERM.*	VOL. TERM.
		1982 STUDY			
1979	96	61 (64%)	27 (44%)	11 (18%)	18 (30%)
1980	128	116 (91%)	60 (52%)	24 (21%)	21 (18%)
1981	81	75 (93%)	53 (71%)	1 (1%)	16 (21%)
		1983 STUDY			
1981	81	60 (74%)	32 (53%)	17 (28%)	11 (18%)
1982	62	61 (98%)	42 (69%)	12 (20%)	7 (11%)
1983	20**	20 (100%)	16 (80%)	-	4 (20%)
		1984 STUDY			
1982	62	57 (92%)	30 (53%)	14 (25%)	9 (16%)
1983	94	85 (90%)	49 (58%)	19 (22%)	17 (20%)
1984	45**	41 (91%)	28 (68%)	11 (27%)	2 (5%)

* Includes individuals terminated by lay-off.
** First Quarter only.

APPENDIX B

SURVEY QUESTIONNAIRES

We are writing to you, an employer of one or more recent graduates of our Inner City training program, to determine how well our training program has met your needs and the needs of our trainees.

As you may know, for over 15 years Polaroid has been operating Polaroid/Inner City, Inc., a training program for unemployed and underemployed inner city dwellers.

The program is designed to provide trainees with the tools necessary not only to obtain a job, but to keep one, as well. A major measure of the success of our program is the retention rate of graduates once they have been placed in permanent jobs. Thus, retention feedback from companies such as yours is crucial for our program and helps us facilitate meaningful changes in our training format.

On the attached two-page survey are questions about the status of Inner City trainees who have been placed with your company. Would you kindly complete the form (perhaps with the assistance from each employee's supervisor) and return it to me by September 7, 1984.

All information provided on an individual basis will be kept confidential and anonymous and we will provide you with the results of the overall retention study once it has been completed. Please do not hesitate to contact me at 577-4615 if you have any questions or concerns about this request.

On behalf of Polaroid, I want to thank you for your contribution to our program and we look forward to your continued involvement with Inner City.

Sincerely,

POLAROID/INNER CITY, INC.

Linda J. Mello

Linda J. Mello
Personnel Administrator

LJM/msf
Attachment
Enclosure

POLAROID/INNER CITY PLACEMENT RETENTION SURVEY

Would you kindly answer the following questions about the individual named below:

1. Is the individual named above still employed by your Company?

☐ Yes ☐ No (If No, please skip to Question 4.)

2. Is his or her job title still the same as listed above?

☐ Yes ☐ No

A. If No, please write his or her new title:

_____

B. Please check the reason for the employee's change in title:

☐ Lateral transfer
☐ Promotion
☐ Other (Please specify.)

_____

3. What is this individual's overall performance level?

☐ Above average ☐ Average ☐ Below average

Please answer Questions 4-6 if the individual is no longer with your company. Otherwise, go on to Question 7.

4. If the individual is no longer with your company, what was the reason that he or she left?

☐ Termination ☐ Resignation ☐ Layoff

A. What was the date of separation? _____
Month Day Year

5. If the employee was terminated, what was the reason?

☐ Absenteeism ☐ Performance ☐ Other

A. If Other, please specify: _____

_____

6. If the employee was layed off or resigned, would you re-hire him or her?

☐ Yes ☐ No

7. What areas of Inner City training would you like to have strengthened?

a. ☐ Attendance b. ☐ Performance
c. ☐ Work attitude d. ☐ Co-worker relations
e. ☐ None f. ☐ Relationship with supervisor
g. ☐ Other (Please specify) _____

_____

8. Please use this space for any further suggestions you would like to make regarding the Inner City training program or any additional comments about this employee.

THANK YOU FOR YOUR HELP. Please return this questionnaire to Tim Moore, Personnel Department, Polaroid/Inner City, Inc., 716 Columbus Avenue, Roxbury, MA 02120, by September 7, 1984. Your cooperation is appreciated.

Because we take pride in our program and in you, a graduate of Inner City, we would like your assistance in finding out how our former trainees are doing in the workplace. We have enclosed a brief survey for you to complete and your cooperation in responding is appreciated.

The information you provide will be used to identify areas of our training program that may be in need of improvement. In this way, Inner City hopes to ensure the continued success of its program and trainee graduates.

Please return this survey by September 7, 1984 in the pre-addressed, postage-paid envelope enclosed. If you would rather call and give me your answers, please feel free to phone me at 577-4615. Your input is very important.

Thank you and have a great day!

Sincerely,

POLAROID/INNER CITY, INC.

Linda J. Mello

Linda J. Mello
Personnel Administrator

LJM/maf
Attachment

POLAROID/INNER CITY PLACEMENT RETENTION SURVEY

Please answer the following questions:

1. Are you still working at your placement company?

☐ Yes ☐ No (If No, please skip to Question 6.)

2. If Yes, what would you say your performance is? (Please check one.)

☐ Above average ☐ Average ☐ Below average

3. Have you had any problems with: (Check all that apply.)

a. ☐ Performance? b. ☐ Attendance?
c. ☐ Attitude? d. ☐ Fitting in?

A. If so, please explain: _____

_____

_____

4. Have you been promoted or transferred?

☐ No ☐ Yes, and my new job title and salary are:

_____
Job title Salary per hour

5. Do you plan to stay with the company as long as you can?

☐ Yes ☐ No

If you are no longer working at your placement company, please answer Questions 6-8. Otherwise, go on to Question 9.

6. Did the company ask you to leave?

☐ Yes ☐ No (If No, go on to Question 7.)

A. If Yes, what was their reason? (Please check one or more answers.)

a. ☐ Absenteeism b. ☐ Poor performance c. ☐ Attitude
d. ☐ Rule violation e. ☐ Layoff f. ☐ No reason
g. ☐ Other: (Please explain.): _____

_____

B. What date were you terminated? _____
Month Day Year

7. Did you resign?

☐ Yes ☐ No

A. If Yes, why? (Please check one or more answers.)

a. ☐ Another job
b. ☐ Day care problems
c. ☐ Went to school
d. ☐ Transportation problems
e. ☐ Personal reasons
f. ☐ Didn't like job
g. ☐ Didn't like supervisor
h. ☐ Didn't like co-workers
i. ☐ Other (Please explain.): _____

_____

B. What date did you resign? _____
Month Day Year

8. If you no longer work at your placement company, are you presently employed?

☐ Yes ☐ No

A. If Yes, when did you start work? _____
Month Day Year

B. Please write your new company's name: _____

C. What is your current title and salary? _____
Job title Salary per hour

9. Do you think Inner City prepared you for the world of work?

☐ Yes ☐ No

A. Why or why not? _____

_____

10. Do/Did you find working in another job different from working at Inner City?

☐ Yes ☐ No

A. Why or why not? _____

_____

_____

THANK YOU FOR YOUR HELP. Please return the completed survey to Inner City in the enclosed pre-addressed, postage-paid envelope by September 7, 1984. Your cooperation is appreciated.